



UNITED STATES MARINE CORPS

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IN REPLY REFER TO:
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CO
6 Jun 11

POLICY LETTER 22-11

From: Commanding Officer, 3d Battalion, 3d Marines
To: Distribution List

Subj: ENGAGED LEADERSHIP AND MENTORSHIP

Ref: (a) NAVMC 2795, USMC User's Guide to Counseling
(b) NAVMC Directive 1500, Marine Corps Mentoring Program Guidebook
(c) MCO 1500.58, Marine Mentoring Program
(d) Regimental Policy Letter 8-10

Encl: (1) Counseling Worksheet
(2) Sample Certification Letter

1. Situation. This policy letter establishes 3d Battalion, 3d Marines' commitment to mentoring the Marines and sailors of "America's Battalion".

a. On 18 Jan 1921, General John A. Lejeune commented, "One must put himself in the place of those who he would lead; he must have a full understanding of their thoughts, their attitude, their emotions, their aspirations, and their ideals; and he must embody in his own character the virtues which he would instill into the hearts of his followers." Reflecting on those comments reinforces the fact that the concept of mentoring Marines is not a new one, but rather a practice embedded within the historical foundation of our Corps.

b. Mentoring helps ensure that our Marines and sailors maintain the highest standards of behavior on duty, on liberty, and on leave; 24 hours a day, 7 days a week. Marines and sailors must understand and embrace the concept that everything they do, whether related to their personal or professional lives, affects the capability of their team to perform their mission successfully. Positive actions improve mission readiness and negative actions degrade mission readiness. Reference (a) is a useful tool that focuses on duty performance and is primarily structured for junior Marines and Sailors. The Marine Corps Mentoring Program (MCMP) provides the tools to enhance the counseling program to include all aspects of the Marine's life.

2. Mission. Commanders and leaders at all levels will implement the MCMP in order to preserve and protect the force, support readiness, and develop Marines to their full potential.

3. Execution.

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Subj: ENGAGED LEADERSHIP AND MENTORSHIP

a. Commander's Intent. General Lejeune's guidance and direction has never been more relevant and important than it is in "America's Battalion" today. 3d Battalion, 3d Marines continues to deploy to combat and earn the respect of all Marines across our Corps. "America's Battalion" continues to set the bar high across all standards. We have fought in many of the toughest battles in Iraq and Afghanistan. At the same time, our proud image is tarnished far too often by drug use, hazing, and domestic violence. Far too many of our young men are ruining their careers and placing their lives at risk by exercising high-risk behavior. Our strongest tool in battling these challenges is getting to know our Marines and sailors and guiding their actions through a strong mentoring program. The importance of mentoring and counseling has been continually emphasized by the Battalion leadership. At a foundation level, our junior leaders certainly understand the importance of getting to know their Marines and Sailors. Despite this acknowledgement however, the challenge remains finding the time to prioritize counseling and mentoring of our men. While maintaining the incredibly fast-paced operational tempo that we do in "America's Battalion", one-on-one time with our Marines is often times the first thing to fall out when schedules get very busy. Understanding these competing challenges, I intend to be very directive in establish a system to ensure spending time with our Marines and sailors and getting to know them, remains one of the highest and most closely supervised priority. This policy letter outlines that plan.

b. Desired Future State. Every Marine and sailor in "America's Battalion" is counseled monthly in order to preserve and protect them as our most important asset.

c. Concept of Operations. Commanders will embrace the MCMP, ensuring that all Marines and sailors are mentored and counseled. Commanders will develop 10 day, first, second, and third phase lines to spread load counseling throughout the month. For example, if a Commander has 15 Marines to counsel, the Commander's first phase line should be to have counseled five Marines within the first 10 days of the month. The Commander should set the same phase line of five Marines for the next ten days of the month, and five Marines in the final 10 days of month in order to ensure all are counseled. It is important to consider the battle rhythm of the Marines, as well as the Commander when setting these phase lines. Building a realistic plan and incorporating it into the training schedule and battle rhythm will ensure continuity and that the Marines receive the appropriate counseling.

d. Tasks. Company Commanders and Section Officers in Charge (OICs).

(1) NLT 30 June, ensure Lieutenant (Lt)/Staff Non-Commissioned Officer (SNCO) teams at the platoon/section level review the Service Record Books (SRBs) and Leave and Earning Statements (LEs) of their Marines. Following that date, ensure that SRBs of every new join are reviewed within 30 days of his arrival.

(2) Lieutenant/SNCO teams will counsel each individual Marine monthly. Counseling sessions should focus on the Marine's background, his goals, work performance, and particular personal or professional concerns. At a minimum, discussions should include: Where did he come from? How was he raised? Who were his parents? Where are they now? Who had the most significant influence in his life? Does the Marine personally know anyone that ever committed suicide? How does he view suicide? Where does he want to

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be in five years? Does he understand the Marines Corps, Regimental, and Battalion zero tolerance drug policy? Is the Marine in a relationship? What is the status of that relationship? How is the Marine's family doing?

(3) NLT 30 June, Lt/SNCO teams will make appointments with their married personnel to conduct home visits as a courtesy to introduce themselves to the Marine's family. After this initial visit, home visits will be conducted every six months. Ensure your leaders use this opportunity to highlight the Command's Family Readiness Program, and to identify the unit's Family Readiness Officer and designated Family Readiness Advisors and Assistants. Encourage the spouse to participate in the LINKS program as a means of sharing her experience and knowledge (experienced spouses) or to learn about the support network that is available to them at Marine Corps Base Hawaii (new spouses). Every effort will be made to ensure these visits are viewed as helpful and supportive vice intrusive.

(4) Lt/SNCO teams will ensure each Marine and sailor updates their Record of Emergency Data (RED) utilizing Marine On-Line (MOL), updates their Family Care Plan with the Family Readiness Officer, and furnishes accurate contact information in order to support the Commanders' ability to open lines of communication between the Command and the families, friends and loved ones of their Marines and Sailors. Marine and sailors will be encouraged to list contact information for their girlfriends, fiancées, close friends, and family members as well.

(5) NLT the 25th of each month, platoon and company commanders will provide letters certifying the above listed actions have been completed. Letters will be addressed to their respective commander (reference Encl (2)). This letter will be provided on naval letterhead. Email is not an acceptable option for passing compliance.

(6) NLT the 30th, in accordance with reference (d), 3d Battalion, 3d Marines will provide a letter addressed to the Regimental Commander certifying that Marines and Sailors have been counseled and updated their MCT contact sheet.

d. Coordinating Instructions.

(1) Each commander will provide a class to the Lt/SNCO teams on how to read an SRB with emphasis on identifying any associated waivers and what they mean.

(2) Each commander will provide a class to unit leaders on counseling Marines and Sailors. Emphasis will be placed on relaxed, informal counseling that gets the Marines and Sailors talking.

(3) While commanders will ensure that white space is provided in weekly schedules for counseling, they will also drive home a mindset that counseling can be done at any time.

(4) To ensure that counseling is not pushed to the end of the month, units will develop 10 day first, second, and third phase lines to spread load the counseling throughout the month.

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4. Administration and Logistics. MCMP materials are available from the Commanding General, Training and Education Command, via <http://www.tecom.usmc.mil/>.

5. Command and Signal.

a. Command. This policy letter is applicable to the Marines and Sailors of "America's Battalion".

b. Signal. This policy is effective on the date signed.

M. J. PALMA

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